

itim
International

Result
an international company

ITIM | Result

Culture & Management Consultants

Nelke Galema

Spider Conference 2007
Culture, communication and change

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Out / near-sourcing =
Teamwork in an international context

- Communication and (mis?) understanding
- Decision Making
- Knowledge transfer
- Managing Change

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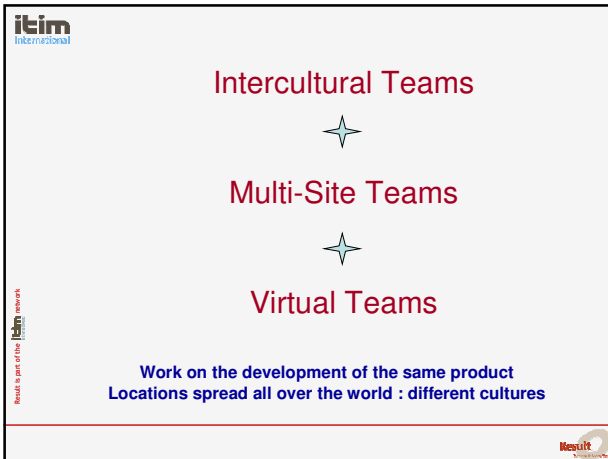
"We don't know who discovered the sea,
but we are sure it wasn't a fish!"

Arab proverb



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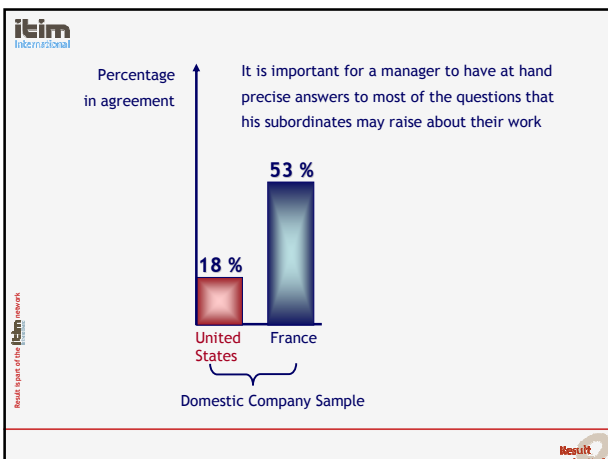
Multi-site cooperation in (virtual)teams

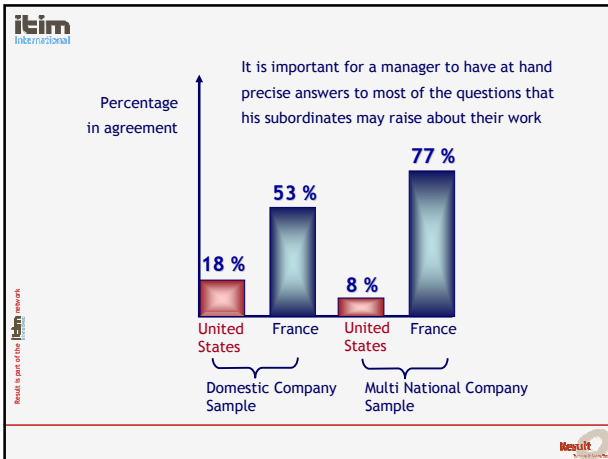
When managed well the teams:

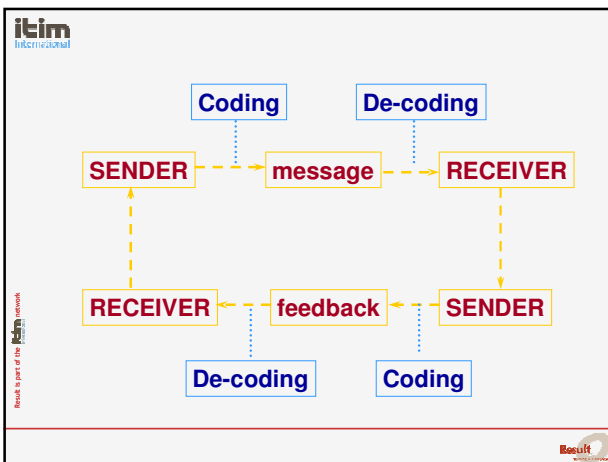
- are more creative
- generate more and better alternatives
- generate more and better criteria for evaluation
- perform better on complex decision-making tasks

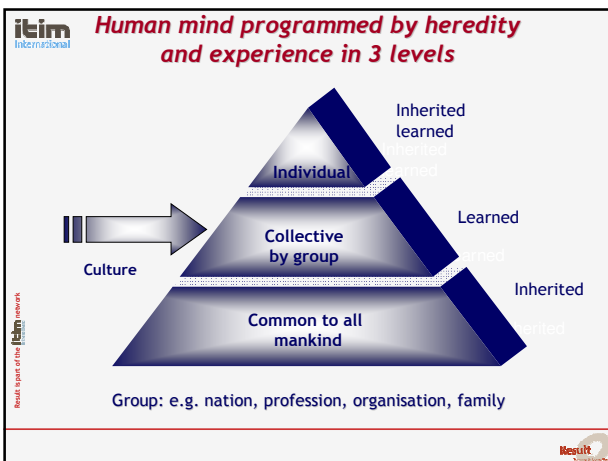
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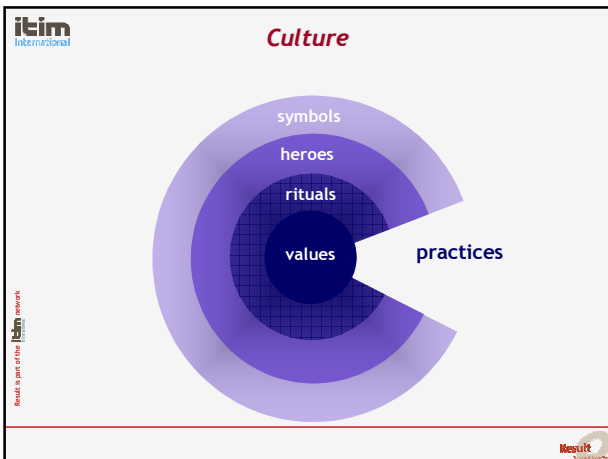
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Values

Broad preferences for one state of affairs over others to which strong emotions are attached

The culture of a group is manifested, among other things, on the distribution of values within the group

Cultural bias

What is like our own culture is **normal** and **good**

What is different from our own culture is **abnormal** and **bad**



Statements about culture are








General



Relative





The 5-D model


Value differences between countries can be explained by five dimensions of national culture.

Dealing with

- hierarchy
- relationships
- one's role in society
- uncertainty
- virtuousness










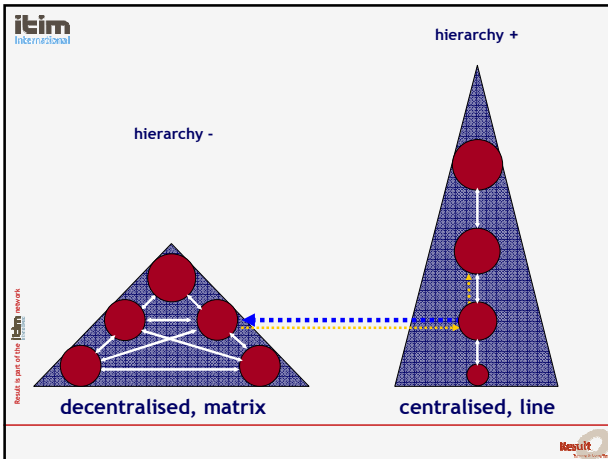
"All animals are equal, but some are more equal than others"

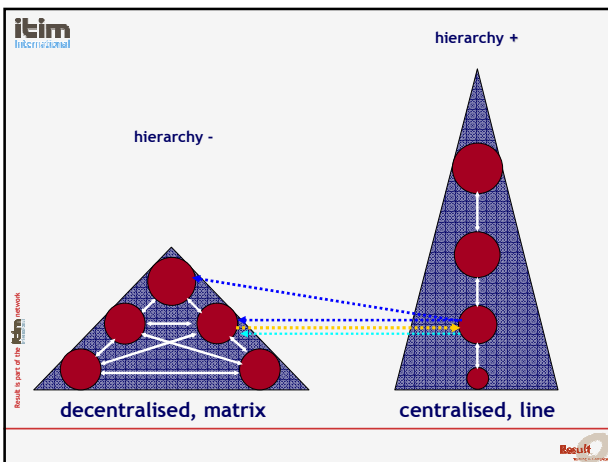
George Orwell

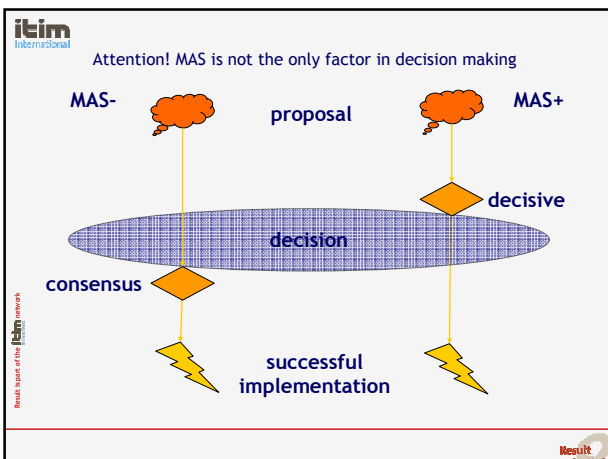












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Zen riddles are used to help attain "enlightenment"
"When the tree falls in the forest, and there is no-one there - does it make a noise ?"

- Well, that depends on your definition of noise

- Don't be silly, of course it makes a noise !

- It may.. and it may not !

- This riddle will just help me get a headache, not spiritual enlightenment !

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Anglo saxon cultures

PDI -
autonomy
decentralisation

IDV +

UAI -
risk taking
enterprising

MAS +
competition

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Dutch culture

PDI -
autonomy
decentralisation


IDV +

UAI - / ±
risk taking
enterprising


MAS -
interdependence
co-operation ("toko")

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China/India/Singapore/Hong Kong





PDI +
IDV -
loyalty
hierarchy

UAI -
simple structure
flexibility

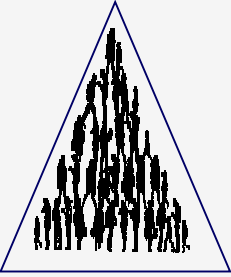
MAS ±








**Latin America/Eastern Europe/Russia
..... and many other countries**





PDI +
IDV -
hierarchy
centralisation

UAI +
implicit order
formality, procedures

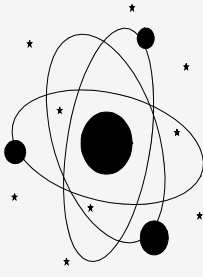
MAS ±








Belgium/France





PDI +
IDV +
tension between
hierarchy and
individualism

UAI +
more rules and
formality

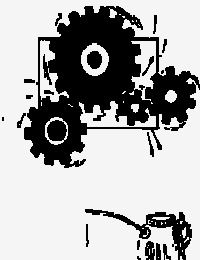
MAS +







Germany/Czech Rep/Hun



PDI -
IDV- / IDV+
autonomy
decentralisation

UAI+
high need for structures,
process, standardisation

MAS +

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